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FINANCIAL YEAR: 1 JULY 2018 - 30 JUNE 2019

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

HENDRY ALECK NKUNA

AND

BARTHOLOMEW SERAPELO MATLALA

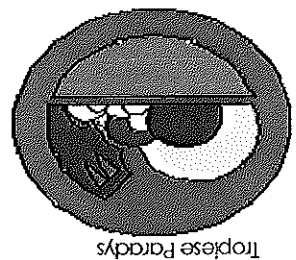
AS REPRESENTED BY THE MUNICIPAL MANAGER

GREATER TZANEEN MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN

PERFORMANCE AGREEMENT

Tropical Paradise

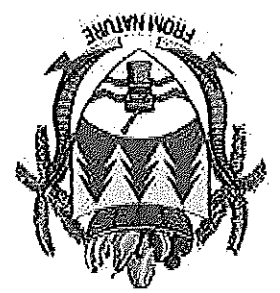


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GREATER TZANEEN MUNICIPALITY
GREATER TZANEEN MUNICIPALITY



PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Greater Tzaneen Municipality herein represented by Bartholomew Serapelo Matlala in his capacity as Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

Hendry Aleck Nkuna as the Employee of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes and outputs that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.

2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), the Departmental Business Plan and the Budget of the Municipality.

2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.

2.4 Monitor and measure performance against set targeted outputs.

2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job.

2.6 In the event of outstanding performance, to appropriately reward the employee.

2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

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3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1 July 2018 and will remain in force until 30 June 2019; thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the Employee; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; targets that may include dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.

4.3 The Employee's performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's Integrated Development Plan as developed per the Balanced Scorecard methodology.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the required standards.

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TABLE 2: COMPETENCY REQUIREMENTS FOR EMPLOYEES		
WEIGHT	✓	LEADING COMPETENCIES
5%	✓	Strategic Direction and Leadership
5%	✓	People Management
20%	✓	Program and Project Management
10%	✓	Financial Management
5%	✓	Change Leadership
5%	✓	Governance Leadership
CORE COMPETENCIES		
5%	✓	Moral Competence
10%	✓	Planning and Organising
5%	✓	Analysis and Innovation
5%	✓	Knowledge and Information Management

5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.

5.8 The CCR's will constitute the other 20% of the Employee's assessment score. CCR's contained in the table below are as in accordance with Regulation 9 of the Local Government Regulations on appointment and conditions of employment of Senior Managers (Regulation no 21 of 2014). In accordance with this regulation all these competencies are essential and all these competencies must be considered measurable and critical in assessing the performance of the Employee.

Table 1: Weightings for Key Performance Areas (KPAs)	
Key Performance Areas	Weighting
Municipal Institutional Development and Transformation	0
Basic Service Delivery	80
Local Economic Development (LED)	0
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Total	100%

5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCR's) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

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EVALUATING PERFORMANCE

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TABLE 2: COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES		WEIGHT
Communication	✓	5%
Results and Quality Focus	✓	20%
Total percentage	-	100%

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 The standards and procedures for evaluating the Employee's performance; and
6.1.2 The intervals for the evaluation of the employees performance

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within agreed time frames in the Personal Development.

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

6.5 The bi-annual and annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The achievement levels for CCRs as provided for in Annexure A of Regulation 21 of 2014 and presented in Table 3 below, must be utilised

Table 3: Achievement levels for Competency Requirements¹

Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
Strategic Direction and Leadership	<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire other to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision-makers 	<ul style="list-style-type: none"> Give direction to a team in realising the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop action plans to execute and guide strategy implementation Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays an awareness of institutional structures and political factors Effectively communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic mandate Understand the aim and objectives of the institution and relate it to own work 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations Guide the institution through complex situations and ambiguous concern Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
People Management	<ul style="list-style-type: none"> Participate in team goal-setting and problem-solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant employee legislation fairly and consistently Facilitate team goal-setting and problem-solving Effectively identify capacity requirements to fulfil the strategic mandate 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions Recognise and reward effective and desired behaviour Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving positive and constructive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive integrated strategies and approaches to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

¹ As prescribed by Regulation 21 of 2014

Table 3: Achievement levels for Competency Requirements¹

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Programme and Project Management	<ul style="list-style-type: none"> Initiate projects after approval from higher authorities Understand procedures of programme and project management methodology, implications and stakeholder involvement Understand the rational of projects in relation to the institution's strategic objectives Document and communicate factors and risk associated with own work Use results and approaches of successful project implementation as guide 	<ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones Define the roles and responsibilities of the project team and create clarity around expectations Find a balance between project deadline and the quality of deliverables Identify appropriate project resources to facilitate the effective completion of the deliverables Comply with statutory requirements and apply policies in a consistent manner Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation 	<ul style="list-style-type: none"> Manage multiple programmes and balance priorities and conflicts according to institutional goals Apply effective risk management strategies through impact assessment and resource requirements Modify project scope and budget when required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy-in Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results Monitor policy implementation and apply procedures to manage risks 	<ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects Lead and direct transposition of policy into workable action plans Ensures that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
Financial Management	<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems Understand the importance of financial accountability Understand the importance of asset control 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate Assess, identify and manage financial risks Assume a cost-saving approval to financial management Prepare financial reports based on specified formats Consider and understand the financial implications of decisions and suggestions Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility Prepare budgets that are aligned to the strategic objectives of the institution Address complex budgeting and financial management concerns Put systems and processes in place to enhance the quality and integrity of financial management practices Advise on policies and procedures regarding asset control Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends Set budget frameworks for the institution Set strategic direction for the institution on expenditure and other financial processes Build and nurture partnerships to improve financial management and achieve financial savings Actively identify and implement new methods to improve asset control Display professionalism in dealing with financial data and processes
Governance Leadership	<ul style="list-style-type: none"> Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such 	<ul style="list-style-type: none"> Display a thorough understanding of governance and risk and compliance factors and implement plans to address these Demonstrate understanding of the 	<ul style="list-style-type: none"> Able to link risk initiative into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles Apply risk control methodology and approaches 	<ul style="list-style-type: none"> Demonstrate a high level of commitment in complying with governance requirements Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative

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Table 3: Achievement levels for Competency Requirements¹

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
	<ul style="list-style-type: none"> requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation 	<ul style="list-style-type: none"> techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives 	<ul style="list-style-type: none"> to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	<ul style="list-style-type: none"> framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level
Core Competencies				
Moral competence	<ul style="list-style-type: none"> • Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow the basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent 	<ul style="list-style-type: none"> • Conduct self in alignment with the values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government 	<ul style="list-style-type: none"> • Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions 	<ul style="list-style-type: none"> • Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable
Planning and Organising	<ul style="list-style-type: none"> • Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans 	<ul style="list-style-type: none"> • Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results 	<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances 	<ul style="list-style-type: none"> • Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of the institutional objectives

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Table 3: Achievement levels for Competency Requirements¹

Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
	<ul style="list-style-type: none"> and actions resources required for a task, but require further structure and organisation 		<ul style="list-style-type: none"> Prioritise tasks and projects according to their relevant urgency and importance 	
Analysis and Innovation	<ul style="list-style-type: none"> Understand the basic operation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations Demonstrate objectivity, insight, and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and service delivery Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders Continuously identify opportunities to enhance internal processes Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention 	<ul style="list-style-type: none"> Coaches team members on analytical and innovative approaches and techniques Engage with appropriate individuals in analysing and resolving complex problems Identify solutions on various areas in the institution Formulate and implement new ideas throughout the institution Able to gain approval and buy-in for proposed interventions from relevant stakeholders Identify trends and best practices in process and service delivery and propose institutional application Continuously engage in research to identify client needs 	<ul style="list-style-type: none"> Demonstrate complex analytical and problem solving approaches and techniques Create an environment conducive to analytical and fact-based problem-solving Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence Create an environment that fosters innovative thinking and follows a learning organisation approach Be a thought leader on innovative customer service delivery, and process optimisation Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences
Knowledge and Information Management	<ul style="list-style-type: none"> Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage institutional knowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches 	<ul style="list-style-type: none"> Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach Recognise and exploit knowledge points in interactions with internal and external stakeholders
Communication	<ul style="list-style-type: none"> Demonstrate an understanding for communication levers and tools appropriate for the audience. 	<ul style="list-style-type: none"> Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating 	<ul style="list-style-type: none"> Effectively communicate high-risk and sensitive matters to relevant stakeholders Develop a well-defined communication strategy Balance political perspectives with institutional 	<ul style="list-style-type: none"> Regarded as a specialist in negotiations and representing the institution Able to inspire and motivate others through positive communication that is

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Table 3: Achievement levels for Competency Requirements¹

Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
	<ul style="list-style-type: none"> but requires guidance in utilising such tools Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration Disseminate and convey information and knowledge adequately 	<ul style="list-style-type: none"> Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs Adapt communication content and style to suit the audience and facilitate optimal information transfer Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> needs when communicating viewpoints on complex issues Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution Able to communicate with the media with high levels of moral competence and discipline 	<ul style="list-style-type: none"> impactful and relevant
Results and Quality Focus	<ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters Show a basic commitment to achieving the correct results Produce the minimum level of results required in the role Produce outcomes that is of a good standard Focus on the quantity of output but requires development in incorporating the quality of work Produce quality work in general circumstances, but fails to meet expectation when under pressure 	<ul style="list-style-type: none"> Focus on high-priority actions and does not become distracted by lower-priority activities Display firm commitment and pride in achieving the correct results Set quality standards and design processes and tasks around achieving set standards Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards Follow task and projects through to completion Set challenging goals and objectives to self and team and display commitment to achieving expectations Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results Develop challenging, client-focused goals and sets high standards for personal performance Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations Take appropriate risks to accomplish goals Overcome setbacks and adjust action plans to realise goals Focus people on critical activities that yield a high impact

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6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs & CCRs, (see Table 4):

Table 4: Rating Scale

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	167%
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	(133-166%)
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	(100-132%)
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	(67-99%)
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	(0-66%)

6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

6.7.1 Municipal Manager;

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- 9.1.1 Create an enabling environment to facilitate effective performance by the Employee.
- 9.1.2 Provide access to skills development and capacity building opportunities.
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement.
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

9.1 The Employer shall -

9. OBLIGATIONS OF THE EMPLOYER

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

8. DEVELOPMENTAL REQUIREMENTS

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

First quarter	:	July - September 2018	:	(October 2018)
Second quarter	:	October - December 2018	:	(February 2019)
Third quarter	:	January - March 2019	:	(April 2019)
Fourth quarter	:	April - June 2019	:	(August 2019)

7.1 The performance of the Employee in relation to her performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be informal if performance is satisfactory:

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 6.8 The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.
- 6.7.2 Chairperson of the Performance Audit Committee
- 6.7.3 Member of the Executive Committee;
- 6.7.4 Municipal Manager from another municipality; and
- 6.7.5 One Manager (head of a Division) from within the department.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timely where the exercising of the powers will have amongst others –

10.1.1 A direct effect on the performance of any of the Employee's functions.

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer.

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.

11.3 In the case of unacceptable performance, the Employer shall –

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the Employee

12.1.2 Any other person appointed by the MEC

12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee

whose decision shall be final and binding on both parties.

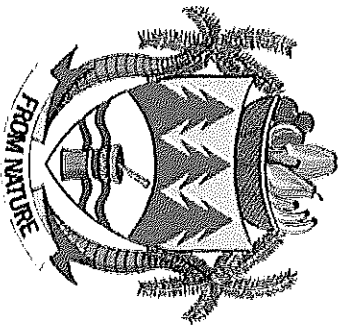
12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

GREATER TZANEEN MUNICIPALITY

Annexure A

Performance Plan 2018/19

DIRECTOR



Employee Details

Name:

Mr. A Nkuna

Position:

Director: Community Services

Accountable to:

Municipal Manager

Period:

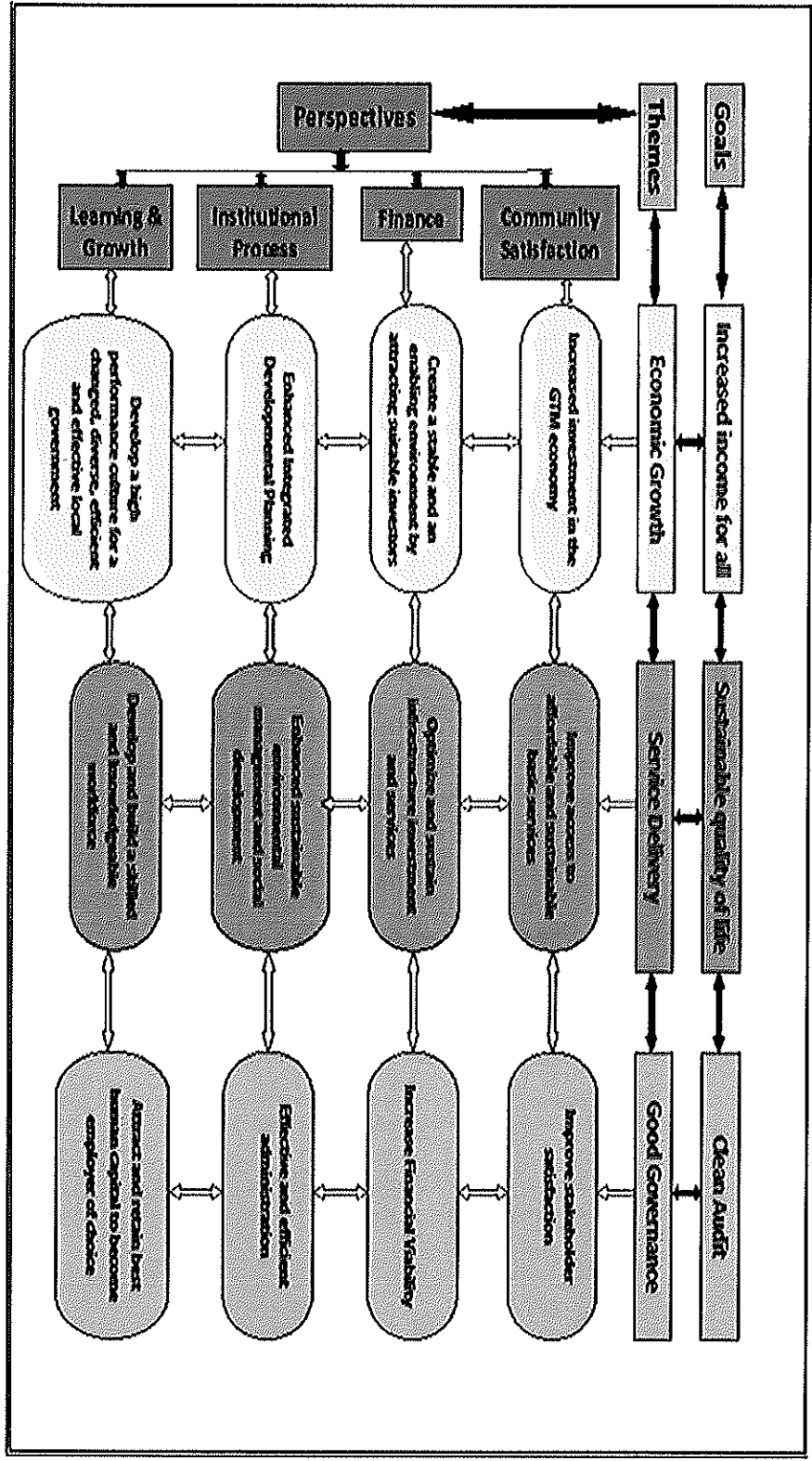
1 July '18 - 30 June '19

Content:

1. Strategy Map
2. Position Vision & Mission
3. Key Performance Areas: Position Weighting
4. Key deliverables (KPIs and Projects)
5. Competencies
6. Performance Assessment Process
7. Rating Scale
8. Approval of Personal Performance Plan

GH

1. Strategy Map 2018/19



GH

2. Position Vision & Mission

Municipal Vision
A Green, Prosperous and United Municipality that Provides Quality Services to All
Municipal Mission
<p>The Greater Tzaneen Municipality is committed to provide quality services to its economy by:</p> <ul style="list-style-type: none"> “Promoting social and economic development; Providing and maintaining sustainable services; Ensuring efficient and effective utilization of all available resources; Ensuring Promoting Environmental sustainability; Promoting effective stakeholder and community participation.”
Position Vision
<i>A Community Service Department that ensure that the residents of Greater Tzaneen have access to community facilities and services and reside in a clean, secure living environment.</i>
Position Mission
<i>Promote sustainable environmental management services and service delivery that contribute to an environment that attracts investors</i>

3. Key Performance Areas: Position Weighting

Municipal KPA	% Weight
Service Delivery	80%
Economic Growth	0%
Good Governance	20%
Weighted Total	80%
Competencies (Weighted Total)	20%
Grand Total	100%

* As contained in the GTM Strategy Map

3

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones					Portfolio of evidence required	
								Target Sept '18	Target Dec '18	Target Mar '19	Target Jun '19			
GG	Effective and Efficient administrative	Sound Governance	Average no of working days taken to respond to internal audit queries for the Department	5%	Number	New KPI	100%	100%	100%	100%	100%	100%	100%	Register of Audit queries
GG	Effective and Efficient administrative	Sound Governance	% of Departmental AG queries responded to within 3 working days	5%	Percentage	New KPI	100%	100%	100%	100%	100%	100%	100%	Register of Audit queries
GG	Increase financial viability	Budget management	% of CSD departmental budget spent	10%	Percentage	New KPI	100%	25%	50%	75%	100%	100%	100%	Monthly financial budget reports
GG	Increase financial viability	Budget management	% of Departmental overtime budget spent	5%	Percentage	New KPI	100%	25%	50%	75%	100%	100%	100%	Monthly financial budget reports
GG	Effective and Efficient administrative	Sound Governance	# of Departmental monthly reports submitted on time for consideration by Exco (15 working days)	5%	Number	New KPI	12	3	3	3	3	3	3	3 Monthly report Email to Secretariat.
GG	Effective and Efficient administrative	Risk Management	% of Departmental Risks mitigated by year-end	5%	Percentage	New KPI	100	N/A	N/A	N/A	N/A	N/A	N/A	80% Strategic Risk Assessment Report
GG	Effective and Efficient administrative	Sound Governance	# of Departmental meetings held	5%	Number	New KPI	4	1	1	1	1	1	1	1 Minutes and Attendance Registers
GG	Effective and Efficient administrative	Sound Governance	# of Departmental Management meetings	5%	Number	New KPI	12	3	3	3	3	3	3	3 Minutes and Attendance Registers
GG	Effective and Efficient administrative	Sound Governance	% of MPAC recommendations implemented within the required timeframe (CSD)	10%	Percentage	New KPI	100%	100%	100%	100%	100%	100%	100%	100% MPAC resolution register
GG	Effective and Efficient administrative	Sound Governance	% of Audit Committee recommendations implemented within the required timeframe	10%	Percentage	New KPI	100%	100%	100%	100%	100%	100%	100%	100% Audit Committee resolution register
GG	Effective and Efficient administrative	Sound Governance	% of Council Resolutions for CSD implemented within the required timeframe	10%	Percentage	New KPI	100%	100%	100%	100%	100%	100%	100%	100% Council Resolution register

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required		
GG	Effective and Efficient administration	Sound Governance	% of District technical committee meetings attended	2%	Percentage	New KPI	100%	100%	100%	100%	100%	100%	100%	Invitation and attendance register
GG	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Community Services Department	3%	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CSD offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	Q1: Not applicable this quarter	Q2: Procurement process for the acquisition of furniture (10%)	Q3: Furniture procured for CSD offices and delivered (100%)	Q4: Not applicable this quarter	100%	Quotations Invoices	
GG	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	10%	Number	actual awaited	0	0	0	0	0	0	0	Theft & damages register Police Case number
GG	Effective and Efficient administration	Safety and Security	# community safety forum meetings	10%	Number	actual awaited	4	1	1	1	1	1	1	1 Invitation Agenda Attendance Register
SD	Enhance sustainable environment management and social development	Cemeterly Management	# of cemeteries maintained	2%	Number	actual awaited	8	8	8	8	8	8	8	8 Monthly Reports Checklists
SD	Enhance sustainable environment management and social development	Environmental Health Management	# of environmental contravention pre compliance and compliance notices issued	2%	Number	actual awaited	60	15	15	15	15	15	15	15 Pre compliance Notices Contravention Notices

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required	
SD	Enhance sustainable environment management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	2%	Percentage	actual awaited	92%	n/a	n/a	n/a	n/a	92%	Environmental Checklist
SD	Enhance sustainable environment management and social development	Environmental Health Management	Local Environmental Forum established by end December '18	2%	Number	actual awaited	1	n/a	n/a	1	n/a	n/a	Nomination forms Minutes of the inaugural meeting
SD	Enhance sustainable environment management and social development	Environmental Health Management	Hosting of GTM Cleanest School competition by 30 Jun	2%	Number	actual awaited	1	n/a	n/a	1	n/a	n/a	1 Entry forms Assessment forms Programme and attendance Register for the Awards Ceremony
SD	Enhance sustainable environment management and social development	Environmental Health Management	% of water samples that comply with SANS 024:1	2%	Percentage	actual awaited	85%	85%	85%	85%	85%	85%	85% Register of sampling results Sampling points Map
SD	Enhance sustainable environment management and social development	Environmental Health Management	# of food handling premises evaluated	2%	Number	actual awaited	120,00	30	60	90	120	120	Monthly report. Evaluation forms. Food condemnation schedule for debiting. Income statement.

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required		
SD	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the vector control annual programme	2%	Percentage	actual awaited	100%	100%	100%	100%	100%	100%	100%	Vector control programme, Weekly Plan Monthly Report
SD	Enhance sustainable environmental management and social development	Environmental Health Management	Environmental education and awareness	2%	Q1: n/a Q2: Workshop on Climate Change Adaptation for Ward Committees conducted (50%) Q3: 1 Awareness campaign in Relela cluster (100%) Q4: n/a	actual awaited	100% n/a	100%	100%	100%	100%	100%	100%	Workshop on Climate Change Adaptation for Ward Committees concluded (50%) 1 Awareness campaign in Relela cluster (100%) n/a Invitations, attendance register and programme for workshop. Awareness campaign programme Attendance Registers for awareness campaign
SD	Enhance sustainable environmental management and social development	Environmental Health Management	# of National Environmental Compliance monitoring and Enforcement reports submitted to LEDET.	2%	Number	actual awaited	4	1	1	1	1	1	1	Quarterly National Environmental Compliance monitoring and Enforcement Report (NECER)
SD	Enhance sustainable environmental management and social development	Environmental Health Management	# of Environmental Management Inspectorate (EMI) forum meetings	2%	Number	actual awaited	4	1	1	1	1	1	1	EMI forum Invitations Minutes Attendance Register

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required	
SD	Enhance sustainable environment management and social development	Environmental Health Management	# of Environmental Management Inspectorate (EMI) forum meetings	2%	Percentage	actual awaited	100%	100%	100%	100%	100%	100%	24050 Facility cleaning weekly plans, Budget Expenditure report, Monthly report
SD	Enhance sustainable environment management and social development	Library Services	# of library users	2%	Number	actual awaited	96200	24050	24050	24050	24050	24050	24050 Tidatape statistics Monthly Reports
SD	Enhance sustainable environment management and social development	Library Services	# of special events arranged at Libraries (competitions or holiday programmes)	2%	Number	actual awaited	15	4	4	2	5	5	Programme, announcement, correspondence or invitation, Photos or press coverage
SD	Enhance sustainable environment management and social development	Maintenance and upgrade of parks and open spaces	# of open spaces classified (5 formal towns)	2%	Number	actual awaited	980000	245000	245000	245000	245000	245000	245000 Monthly Reports Checklists
SD	Enhance sustainable environment management and social development	Maintenance and upgrade of parks and open spaces	# of grass cut in municipal gardens, sidewalks and parks (5 formal towns)	2%	Number	actual awaited	636000	636000	636000	636000	636000	636000	636000 Monthly Reports Checklists

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required	
SD	Enhance sustainable environment and social development	Maintenance and upgrade of parks and open spaces	Greening Greater Tzaneen Municipality (tree planting)	2%	Q1: Procurement of 100 trees completed (30%) Q2: Planting of trees at schools and RDP (100%) Q3: n/a Q4: n/a	new project	100%	30%	100%	n/a	n/a	3	Distribution list Invoices
SD	Enhance sustainable environment and social development	Maintenance of Sports and Recreational facilities	# of sport facilities maintained (pitch & pool)	2%	Number	New KPI	3	3	3	3	3	3	3 Weekly Plan Monthly reports (Nkwanikowa & Lenyenye)

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator / Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
SD	Enhance sustainable environmental management and social development	Sport, Arts and Culture	Internal Sports Activities coordinated	2%	Q1: 2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%) Q2: n/a Q3: Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%) Q4: Facilitate participation in provincial SAIMSA games (100%)	actual awaited	100%	2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%)	n/a	Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%)	Facilitate participation in provincial SAIMSA games (100%)	Annual Programme Weekly plan Minutes & Attendance registers of Results of SAIMSA National and Provincial Games

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones	Portfolio of evidence required
SD	Enhance sustainable environment management and social development	Sport, Arts and Culture	Coordination of Local, District, Provincial and National Sports, Arts & Culture activities	2%	Q1: Preparatory meeting for Arts and Culture event by Aug. Coordinate Arts & Culture events by end September (50%) Q2: n/a Q3: n/a Q4: Coordinate Indigenous games, Golden Games cluster events arranged (100%)	actual awaited	R 87 341 959	R 21 835 490	Annual Programme of events Minutes and attendance registers of cluster meetings Results of the Indigenous games
SD	Enhance sustainable environment management and social development	Waste Management	R-value spent on waste management	2%	R-value	actual awaited	R 87 341 959	R 21 835 490	Budget Expenditure-reports
SD	Enhance sustainable environment management and social development	Waste Management	# of Rural Waste Service Areas serviced (Level 2 service))	2%	Number	40	40	40	40
									40 ●EPWP Transporter of Waste (TOW) Payment-advices ●1 x approved T.O.W.-Timesheet signed off by Ward Committee & Traditional Authority

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required		
SD	Improve access to sustainable and affordable services	Maintenance and upgrade of parks and open spaces	Procurement of Grasscutting machines for Nkovanikwa, Lenjenge and Tzameen	2%	Q1: Draft specifications and advertisement for appointment of service provider (10%) Q2: Appointment of service provider finalised (20%) Q3: Delivery of grasscutting machines completed (100%) Q4: N/A	New project	100%							Specifications Advertisement Appointment letter Delivery note
SD	Improve access to sustainable and affordable services	Traffic Services	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %]	2%	Percentage	actual awarded	35%	35%	35%	35%	35%	35%	35%	Revenue reports Traffic Fine system report
SD	Improve access to sustainable and affordable services	Traffic Services	# of roadblocks	2%	Number	0	4	1	1	1	1	1	1	Programme of Roadblocks Weekly plans Monthly report

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5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
Leading competencies			
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	5%
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	5%
Programme and Project Management	<ul style="list-style-type: none"> Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	20%
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	5%
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance management Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	5%

5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
Core Competencies			
Moral competence	<ul style="list-style-type: none"> • Integrity • Transparency • Accountability 	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> • Time management • Forward planning • Project Management 	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Analysis and Innovation	<ul style="list-style-type: none"> • Objective problem analysis • Innovative thinking • Process optimisation 	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management	<ul style="list-style-type: none"> • Gain and share knowledge • Data analysis • Employee Empowerment 	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication	<ul style="list-style-type: none"> • Balance diverse perspectives • Communication with stakeholders • Compile clear & concise reports 	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	5%
Results and Quality Focus	<ul style="list-style-type: none"> • Setting high standards • Results orientation • Monitoring & Evaluating progress 	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	20%
Total			100%

6. Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed Progress against the KPI's and Targets will be captured in preparation for the review.
 - 1.2. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.3. KPI's and activities are audited and copied to the Performance Plans before assessment date.
 - 1.4. The employer must keep a record of the mid-year review and annual assessment meetings.
 - 1.5. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
2. The process for determining Employee ratings are as follows:
 - 3.1. The employee to motivate for higher ratings where applicable.
 - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the Province.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

7. Rating Scale

		Score			
5 (167%)	4 (133-166%)	3 (100-132%)	2 (67-99%)	1 (0-66%)	
<p>Outstanding Performance (Above and beyond what was expected)</p> <p>Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.</p>	<p>Performance Significantly Above Expectations</p> <p>Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.</p>	<p>Fully Effective (Implemented what was planned)</p> <p>Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.</p>	<p>Not Fully Effective (Planned targets not fully met)</p> <p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.</p>	<p>Unacceptable Performance</p> <p>Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p>	

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8. Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshops to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>	<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.</p>

Signed and accepted by the Employee:	Signed and accepted by the Supervisor on behalf of Council:
Name: <i>Thura HA</i>	Name: <i>BS MATLWA</i>
Date: <i>20180628</i>	Date: <i>02/07/2018</i>
Signature: <i>[Handwritten Signature]</i>	Signature: <i>[Handwritten Signature]</i>

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2018/19

PERSONAL DEVELOPMENT PLAN (PDP)

Annexure B



MADE AND ENTERED INTO BY
AND BETWEEN:

GREATER TZANEEN MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

SERAPELO MATLALA

AND

ALECK NKUNA

**COMPILING
THE
PERSONAL
DEVELOPMENT
PLAN**

A manager, in consultation with his / her employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.

Column 1: Skills/Performance GAP

1. Skills / Performance Gap (measurable indicators: quantity, quality and time frames)	2. Outcomes expected (in order of priority)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. The manager will be able to enter into performance info containing all managers reporting to him / her, appraise them against set criteria, coaching in the workplace following relevant unit [standard?]	1. Appraise Performance of Managers	3. A course containing theoretical and practical application with coaching in the workplace following relevant unit [standard?]	4. External provider, in line with identified unit	5. March 200...	6. Appraisal of managers reporting to him / her	7. Senior Manager Training/HR

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

1. Skills / Performance Gap (measurable indicators: quantity, quality and time frames)	2. Outcomes expected (in order of priority)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. The manager will be able to enter into performance info containing a course theoretical	1. Appraise Performance of Managers	3. A course containing theoretical and / or training activity	4. External provider, in line with delivery	5. March 200...	6. Appraisal of managers	7. Senior Manager

HR

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

7. Column 7: Support Person

This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

6. Column 6: Work opportunity created to practice skill / development area

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

5. Column 5: Suggested Time Lines

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision, coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

4. Column 4 : Suggested mode of delivery

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

3. Column 3: Suggested Training

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

Performance of all managers reporting to him / her, appraise them against set criteria, coaching in the workplace following relevant unit standard?	and practical application unit identified with	with identified unit standard and not exceeding R 6 000	reporting to him / her	Training/ HR
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Personal development action plan for 2018/19:

Skills Performance Gap (In order of priority)	Outcomes Expected	Suggested Training/ Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
Improving Statistical software analysis skills		Masters in Statistical analysis course		2018-2020		

Employee Signature:

Date: 28/06/2018

Employer signature:

Date: 02/07/2018



DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) THINA HA

(Postal Address) P.O. BOX 3018, LEMBA, 0870

Residential Address HOME 456, HANDBA & MOUNTAINOUS

(Position Held) DIRECTOR COMPANY SERVICES

Tel: 079 4940 265 Fax: _____

.....

Hereby certify that the following information is complete and correct to the best of my knowledge.

1. Shares, securities and other financial interests (Not bank accounts with financial institutions)			
Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity
	Ordinary		School Laptop
	Ordinary		Shutterstock, USA
	Ordinary		Lenovo laptop

2. Interest in a trust	
Name of trust	Amount of Remuneration/Income
M/A	M/A

3. Membership, directorships and partnerships		
Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income
firm operating from all the companies		
gross has already started		

HA

HA



GREATER TZANEEN MUNICIPALITY

APPENDIX 4

4. Remunerated work outside the Municipality (Must be sanctioned by Council)		
Name of Employer	Type of business	Amount of remuneration/income
Self Employment	Training	R15 000,00 per
Self Employment	Childcare	R1500 per

5. Consultancies, Retainerships and Relationships		
Name of Client	Nature	Type of business activity
THA	THA	
		Value of any benefits received

6. Subsidies, grants and sponsorships by any organisation		
Source of assistance	Descriptions of assistance	Value of assistance
Benefits for kids	Department of Military Veterans	R85 000,00
		Value of assistance

7. Gifts and Hospitality from a source rather than a family member		
Description	Value	Member
THA	THA	THA
		Member

8. Land and Property			
Description	Extent	Area	Value
THA	15 hectares	Mwate Village	R250 000,00
THA	89 hectares	Lombardton	R500 000,00
THA	2 acres (Fickh)	Mwate Village	R90 000,00
			Value

[Handwritten signature]



GREATER TZANEEN MUNICIPALITY

APPENDIX 4

SIGNATURE OF SENIOR-MANAGER _____
 DATE: 26 06 2018 _____
 PLACE: Tzaneen, _____

CONFIDENTIAL

Council

Signature by Mayor or Designate: _____
 Date: 02/07/2018 _____

Commissioner of Oath /Justice of the Peace

Full first names and surname: _____
 (Block letters)

Designation (rank) _____
 Ex Officio Republic of South Africa

Street address of institution _____

Date _____
 Place _____

Financial Disclosure Form

